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1 June 1965

MEMORANDUM FOR: [REDACTED]

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SUBJECT: Fifteen Year Plan

Here are some random thoughts about what we heard from John Clarke and his people and a look at the attached papers, all conditioned by four days participation in the CIP Review:

Don't, repeat don't use the word "program"; as used in the DOD it just will not fit the kind of review that will be feasible for a Community-wide approach.

Think in terms of planning to meet intelligence requirements with major attention to goals, methods of solution, geographic balance, and only a general attempt to fix costs, not penny accuracy or concern as to what account the money will be in. It will be much easier to establish some uniformity in planning procedures than to establish uniform accounting and budgeting procedures.

KEEP IT SIMPLE and in terms of the concept rather than a detailed format for any part of this. There is too much variation between DOD and CIA and the need to establish precise language at this time.

Use the terminology in the DIA Glossary - [REDACTED]

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Start first with the two cutting edges Collection and Production, and their readily identifiable support activities such as IDHS, security, translation, etc. or consider a "system" approach where you try to rack up the total effort required to meet a given category of requirements or geographical target area by a given intelligence system, i. e. in the photo field you would put together the whole range of activities required to take the pictures, process them, interpret them, and translate them into finished intelligence.

Some of the proposals evidence a high degree of ignorance of the programming systems and general responsibilities in the DOD

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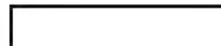
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The most important factor to consider is the real world in which this idea will have to be promoted. I believe that we can make the most progress in the field of joint or coordinated planning as a basis for the development by each Community member, within their own systems, of the programs and budgets necessary to implement the plans. If we could develop early each winter a joint or at least Coordinated Intelligence Community Plan for \_\_\_\_\_ years that could be used as a basis for their programming and budgeting, it would be a big step forward.

One basic question is, how much territory do you want to fence in? Just the so-called national resources, or extend to field commands and if so, how far? These are the kinds of questions to be talked out before you start drafting even a plan for a plan.

Frankly I think that the State Country Plan is worthy of consideration as an approach to this problem, naturally modified to fit the intelligence business. Some country is the basic reason for our interest in any intelligence requirement and therefore the country by country approach is one of the most common denominators in the Community.

The CIP is running even on Saturday so I don't see much chance to talk except in the evening or on Sunday.



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